

Qualifications

Over twenty-seven years of extensive management experience focused on business planning and strategy in non-profit and healthcare settings with demonstrated skills in:

Strategic Planning

Synthesis of financial & clinical objectives
Leadership of quality improvement initiatives
Strategic planning support to leadership
Applied medical economics
Business system evaluations

Project Management

New program design and implementation support
Business support to utilization management
Capitation & risk-sharing design and implementation
Physician leadership coaching
Clinic staffing plans

Finance Functions

Business Case development
Long-range budget development
Development of operational “dash boards”
Tool development for program “spread”
Business impact analysis (cost/benefit)

Professional Experience

Spragens & Associates, LLC – Durham, NC

2002 – present

Principal

Private consulting practice with an emphasis on business planning for new programs, quality improvement, and palliative care. Areas of focus include Palliative Care and Geriatrics. Significant expertise in strategic planning and business planning for health care systems interested in building successful new clinical programs. Development of programs that are well integrated into organizational strategy, meet business requirements, and serve the expanding market need for care to the severely ill and aging population. Activities include creation of strategies for change, financial analysis, and business planning.

Client base includes the Center to Advance Palliative Care (www.capc.org), Institute for Healthcare Improvement (www.ihl.org), various Hartford Foundation and Atlantic Philanthropies funded geriatric nursing initiatives including NICHE, CHAMP, and HCGNE, Grantmakers in Aging (www.GIAging.org), National Council on Aging, Promoting Excellence in End of Life Care (www.promotingexcellence.org), Palliative Care programs at numerous hospitals including Duke University, University of North Carolina, University of West Virginia, Carle Foundation Hospital, and others, numerous hospices and Hospice state associations, and several innovative programs in long term care including the Pioneer Network, Wellspring, and Greenhouse.

The Bard Group, LLC – Newton, Massachusetts

1998 – 2002

Partner

Partner in national consulting services firm providing leadership development, strategic planning, and operations improvement services to integrated health systems and physician organizations. Client work has included interim CFO services and strategic business support to physician CEOs and Board of Directors of physician networks affiliated with large integrated health care systems, as well as business planning, utilization systems redesign, and varied project management roles.

Kaiser Permanente – North Carolina Region

1988 – 1998

Business Administrator, The Carolina Permanente Medical Group (TCPMG)

1993 – 1997

Business Manager, TCPMG

1992

Business Office Supervisor, TCPMG

1990 – 1992

(Continued)

Senior financial officer of the medical group, serving 136,000+ HMO members through 200 medical group physicians and practitioners, and 2300 affiliated community physicians. Direct responsibility for \$60 million professional medical services budget and shared responsibility for combined HMO budget of \$200 million.

- Educated medical groups about financial issues, and supported change by helping physician leaders to be effective
- Reduced group practice medical costs by more than 13% while supporting clinical quality initiatives
- Moved medical group to profitable performance for four of six years, from prior continuous losses
- Developed human resources and financial analysis staff with high skills & credibility.
- As part of senior management team, successfully designed and implemented “primary care redesign” initiatives, population based chronic disease management programs, and clinical guidelines introductions
- Represented NC for KP national initiatives in business systems improvement, human resources leveraging, and new venture development
- As Information Technology council co-chair, sponsored introduction of first phases of “clinical information systems” to integrate patient information and clinical decision making tools

Contract Specialist, Kaiser Foundation Health Plan (KFHP) 1990

- Negotiated professional & technical contracts with community physicians and hospitals
- Analyzed and reported medical care costs and utilization opportunities
- Evaluated and improved data tracking and payment systems

Analyst, Kaiser Foundation Health Plan 1988 – 1990

- Prepared pharmacy, optical, and medical center budgets
- Evaluated contracting opportunities & prepared financial cases for successful contract negotiation of inpatient hospital costs, cardiovascular surgery, ophthalmology & other areas

Carolina Securities Corporation, Raleigh, NC 1984 – 1988

Investment Executive

- Developed, advised, and serviced a client base of 300+ retail investors through independent analysis of OTC and NYSE corporate performance
- Participated in issue and evaluation of OTC new issues, including numerous regional high tech and service industry firms
- Advised clients regarding tax and investment factors in limited partnerships & insurance products

Duke University, Durham, NC 1980 – 1982

Director, Office of Student Activities 1981 – 1982

Financial Manager, Division of Student Affairs 1980 – 1981

- Assisted VP in developing and managing budgets of multiple university departments
- Trained and assisted department managers with financial matters
- Coordinated, organized, and mentored student leaders and administered \$4 million in student funds

Related Experience

Duke University Board of Trustees 1980 – 1983

Served as member of governing board of large, complex institution and as member of the Academic Affairs Committee of the Board during evaluation of academic departments for fit with university mission, resulting in elimination of some programs, and additional investment in others.

Education

Kaiser Permanente Executive Program (Stanford Business School) 1993

University of North Carolina - Chapel Hill, MBA 1982 – 1984
(Concentration in finance, R.J. Reynolds Fellowship)

(Continued)

Duke University - BA, Magna cum laude
Double major: Political Science and Economics

1976 – 1980

Presentations on the Business of Palliative Care

Planning, Funding & Sustaining a Hospital-Based Palliative Care Program: Tools and Strategies for Success

Center to Advance Palliative Care (CAPC) Management Training Seminar (2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008)

Developing Palliative Care Programs

Program in Palliative Care Education and Practice (PCEP) Course offered by Harvard Medical School Center for Palliative Care (2006, 2007, 2008 Boston)

Fast Tracking the Development of a Hospital-Based Palliative Care Program

American Academy of Hospice and Palliative Medicine (AAHPM) and the Hospice and Palliative Nurses Association (HPNA) Annual Assembly of the AAHPM and HPNA (2005, New Orleans)

Palliative Care: A Successful Model for Engaging Physicians in Care Planning

Case Management Society of America (CMSA) 16th Annual Conference and Expo (2006, Grapevine, TX)

The Business Case for Palliative Care

VHA's Transformation of the Intensive Care Unit Meeting (2005, Atlanta, GA)

Building a Palliative Care Program in Geriatrics

Gerontological Society of America (GSA) Annual Scientific Meeting (2004, Wash., DC, 2005, New Orleans, LA)

Starting a Palliative Care Program in your Hospital: What Geriatricians Need to Know

American Geriatrics Society (AGS) Annual Scientific Meeting (2007, Seattle, WA)

Palliative Care: Strengthening Geriatrics by Leveraging Lessons Learned

American Geriatrics Society (AGS) Annual Scientific Meeting (2006, Chicago, IL)

The Emerging Leadership of Geriatricians in Palliative Care: Practical Strategies for Success

American Geriatrics Society (AGS) Annual Scientific Meeting (2004, Las Vegas, NV)

Palliative Care Program Trends – Operational Outcomes, Staffing and Growth

The Carolinas Center for Hospice and End of Life Care, Palliative Care Day 2007 (2007, Columbia, SC)

Palliative Care: Strategies for Financing your Program & How to Set Program Goals and Measure

Performance, Leadership Conference Carolinas Center for Hospice and End of Life Care (2006, Charlotte, SC)

Palliative Care: How to Partner with Hospitals in Palliative Care Program Development

Leadership Conference Carolinas Center for Hospice and End of Life Care (2004, Charleston, SC)

Business Planning Process: Creating Power to Meet Patient Care Needs

Building Sustainability into your Business Plan

Department of Veterans Affairs, VISN Coordination of Palliative Care Conference (2008, Chicago, IL)

Accelerated Administrative and Clinical Training I and II for Hospice and Palliative Care

Department of Veterans Affairs (2003, 2004 multiple regional sites)

How to Use Financial Data to Strengthen your Palliative Care Program (and Increase Referrals)

National Hospice and Palliative Care Organizations (NHPCO) Annual Meeting and Management & Leadership Conference (2006, Nashville)

Making your Business Case: Sustaining & Spreading Impact

(Continued)

Promoting Excellence in End-of-Life Care (PEEOL) Annual Meeting (2006, Big Sky, MT)

Successful Hospice – Hospital Partnerships: Understanding and Overcoming Barriers

National Hospice and Palliative Care Organizations (NHPCO) Annual Meeting and Management & Leadership Conference (2002, 2003, 2004 Washington, DC)

Building Sustainable Palliative Care Programs: “The Case” and Business Planning Approaches

Association of Cancer Center Executives 2003 Annual Meeting (2003, Tempe, AZ)

Planning a Hospital Based Palliative Care Program: Tools and Strategies for Success

Catholic Healthcare West (2003, Sacramento, CA and Burbank, CA)

Understanding your Hospital Partners: Collaborative Business Approaches for Improved Palliative Care

Iowa Hospice Association Annual Meeting (2003, Des Moines, IA)

“Lessons Learned,” for the Project on Death in America’s Faculty Scholars Program Retreat, Commentator/facilitator for pilot program presentations, (2002)

Business Strategies for Sustainability at the Promoting Excellence in End of Life Care conference, Improving the Future of End-of-Life Care: Launching Lessons Learned, (2002)

Building Sustainable Clinical Business Plans

Maine Hospital Association Palliative Care Network: Seminar for Pilot Program Teams (2001, 2002)

Pennsylvania Hospital Assoc. Palliative Care Network: Seminar for Pilot Program Teams (2001)

New Jersey Health Decisions, (2001)

Presentations on Leadership in Healthcare and Non-profit Sectors

Building a Business Case for Clinical Improvement

Healthcare Financial Management Association (HFMA), Audio-webcast 2008

Quantifying the Financial Impact of Clinical Improvement

Healthcare Financial Management Association (HFMA), Annual National Institute (2006, Orlando, FL)

Linking Quality Initiatives to Hospital Business Strategy

National Association of Public Hospitals and Health Systems (NAPHHS), Workshop for Fellows (2006, Monterrey, CA)

Managing the Business Impact of Clinical Initiatives (Leadership Track)

Institute for Healthcare Improvement (IHI), 1st Annual International Summit on Redesigning Hospital Care (2005, San Diego, CA)

Using Business Tools to Maximize Spread and Sustainability of Clinical Quality Initiatives

Institute for Healthcare Improvement (IHI), Transforming Care at the Bedside Conference (2005, Boston)

Measuring the Business Impact of Clinical Initiatives

Institute for Healthcare Improvement (IHI), 17th Annual National Forum on Quality Improvement in Health Care (2005, Orlando, FL)

The Business Case: Linking Great Quality and Organizational Financial Health

Institute for Healthcare Improvement (IHI), National Forum on Quality Improvement in Health Care (2004, Orlando, FL)

Helping Administrators and CEOs Develop a Business Case for Quality in Long Term Care

Pioneer Network Conference (2004, Kansas)

The Business Case for Investing in Quality in Long Term Care

Institute of the Future of Aging Services, AAHSA Conference (2005, Wash. DC)

Building Sustainable and Effective Teams

Department of Veterans Affairs, VISN 11 – Palliative Care Consult Teams’ Retreat (2003, Angola, IN)

Meeting with Management and Strategic Planning

Veterans Affairs Hospice and Palliative Care Division (2003, Phoenix, AZ and Portland, OR)

Investing in Quality

American Association of Homes and Services for the Aging (AAHSA) Conference (2003, CO)

Wellspring: A Human Resources Culture Change Model: What’s Next?

American Association of Homes and Services for the Aging (AAHSA)
Future of Aging Services Conference (2003, Washington, DC)

Other Business Topics

Risk Contracting and Contracting Strategy for Independent Medical Groups

Workshop for Physician Executives (in soon-to-be-divested medical groups) (1999)

Benchmarking in a Group Practice HMO Setting

Co-Presenter at Arthur Andersen Healthcare Advanced Industry Seminar (1997)

Understanding the Economics of Primary Care Practice, Business Imperatives in a Capitated Environment, Business Concepts for Physician Managers and other programs for multi-specialty and multi-disciplinary teams within Kaiser Permanente (1992-1997)

Economic Trends Impacting Medical Care Delivery and Implications for Nurse Practitioners:

NC Nurses Association and Council of Nurse Practitioners (1997)

Health Care Delivery Costs and Physician Efficiency:

Southeastern Regional Conference of Medical Group Management Association (1995)

Invited Conferences

Perspectives on the Business Case for Quality in Long Term Care

Pragmatic Innovations in Long Term Care, Invited Conference (2005, Wash, DC)

Making the Business Case for Quality

Robert Wood Johnson Annual Foundation Program Meeting (New Jersey, 2004)

Financing End-of-Life Care: Challenges for an Aging Population

Invitational Meeting sponsored by the Robert Wood Johnson Foundation (Wash., DC, 2002)

Publications

R. Sean Morrison, MD; Joan D. Penrod, PhD; J. Brian Cassel, PhD; Melissa Caust-Ellenbogen, MS; Ann Litke, MFA; Lynn Spragens, MBA; Diane E. Meier, MD, “**Cost Savings Associated with US Hospital Palliative Care Consultation Program**”, Archives of Internal Medicine, September 8, 2008

Laura C. Hanson, Barbara Usher, Lynn H. Spragens, Stephen Bernard, “**Clinical and Economic Impact of Palliative Care Consultation**” Journal of Pain and Symptom Management, April 2008

Sheryl Zimmerman, Jane Tilly, Lauren Cohen, Karen Love, and the CEAL-UNC Collaborative (2008), **Medication Management in the Context of Community-Based Participatory Research in Assisted Living**, poster funded by the Agency for Healthcare Research and Quality

Ward, W.J. Jr., Spragens, L.H., Smithson, K. **Building the Business Case for Clinical Quality**, Healthcare Financial Management, December 2006.

Ward, W.J. Jr., Spragens, L.H. (2006). **Building a Financial Case for Clinical Improvement**, monograph by VHA, Inc. Dallas, Texas.

Spragens, L.H. (2005) **IHI Business Tools**

Meier, D. H., Spragens, L. H. & Sutton, S. (2004). **A guide to building a hospital-based palliative care program**
New York: Center to Advance Palliative Care.

Professional Affiliations

Board of Directors, Threshold Clubhouse, Durham NC, - Present.

Board of Directors, Carolinas Center for Hospice and End of Life Care, 2006 – Present

National Advisory Board Member, Johns Hopkins Hospital at Home, 2007 - Present